

Seilwaith Amgylcheddol Environmental Infrastructure

Cynllun Cyflawni Is-Adrannol
2026/27

Divisional Delivery Plan
2026/27



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Contents

Executive Summary	3
Key Priorities for 2026/27	4
Key Challenges.....	5
Opportunities	6
Director's Foreword	7
Head of Service Introduction	8
Key Achievements in 2025/26	9
Divisional Overview	10
Organisation	10
Budget Summary	14
Workforce	14
Business Continuity	14
Risk Management	14
Governance.....	17
Strategies, Policies, and Procedures	17
Self-Assessment Findings	17
2025 Residents Survey Response.....	19
Divisional Actions for 2026/27	20
Divisional Measures for 2026/27	53
Looking Forward	63
Emerging Risks and Challenges.....	63
Opportunities	64
Innovation and Sustainability	65
Appendices	66
Appendix A: Glossary of Terms	66
Appendix B: Legislative and Strategic Context.....	67
Corporate Strategy	67
Performance Management Framework	67
Well-being of Future Generations (Wales) Act 2015.....	67
Local Government and Elections (Wales) Act 2021.....	67

Executive Summary

The Environment and Infrastructure Division delivers a broad range of essential services that protect the environment, support safe and sustainable communities and maintain the infrastructure that residents, businesses and visitors rely on every day. The division's work spans environmental protection, waste and resource management, grounds and public spaces, transport services, highways maintenance, fleet operations and the technical expertise required to design and deliver high-quality infrastructure. Together, these functions ensure that the county remains clean, safe, accessible and resilient, while supporting the Authority's wider ambitions for sustainability, carbon reduction and long-term community wellbeing.

This business plan sets out the division's strategic direction, priorities and planned activities for the coming period. It provides clarity on how services will meet statutory duties, deliver continuous improvement, respond to emerging challenges and make best use of resources. It also outlines how the division will contribute to the Authority's corporate objectives, strengthen environmental performance, enhance infrastructure resilience and support a more sustainable and circular local economy. Through clear goals, measurable outcomes and a commitment to high-quality public service, the business plan demonstrates how the division will continue to deliver value for residents and ensure that Carmarthenshire remains a well-managed, forward-looking and environmentally responsible county.

Key Priorities for 2026/27

A core priority for the division is to **strengthen environmental performance and climate resilience**. This includes accelerating progress toward a low-carbon, sustainable county by improving recycling outcomes, supporting circular-economy principles, enhancing biodiversity and ensuring that infrastructure and services are prepared for the impacts of climate change.

A second priority is to **maintain and modernise essential infrastructure** so that it remains safe, reliable and fit for the future. This involves effective asset management, planned investment and the renewal of roads, bridges, public spaces, waste facilities and fleet assets, ensuring they continue to support economic activity and community wellbeing.

The third priority is to **deliver high-quality, efficient and customer-focused services**. The division aims to improve service efficiency, make greater use of digital tools and data, strengthen engagement with communities and partners, and ensure that frontline services remain responsive, value-for-money and aligned with the needs of residents.

Key Challenges

Balancing rising demand with constrained resources

The division is responsible for large, complex and highly visible frontline services, all of which face increasing pressure from population growth, ageing infrastructure, higher public expectations and expanding statutory duties. At the same time, financial constraints, workforce pressures and increasing operational costs make it challenging to maintain service quality, invest in modernisation and deliver long-term improvements.

Responding to climate change and environmental obligations

The division must meet ambitious national and local targets for carbon reduction, recycling, biodiversity enhancement and climate resilience. This includes adapting infrastructure to more frequent extreme weather, reducing emissions from fleet and transport networks, improving waste performance and protecting natural assets. Delivering these outcomes requires sustained investment, behavioural change and strong cross-service collaboration.

Modernising infrastructure and transitioning to sustainable systems

Much of the county's infrastructure—roads, bridges, fleet assets and waste facilities—requires ongoing renewal or significant upgrade. At the same time, the division must support major shifts toward circular economy principles, low-carbon transport, digital service delivery and modern engineering standards. Balancing day-to-day operational demands with the need for long-term transformation remains a core strategic challenge.

Opportunities

Accelerating the shift toward a low-carbon, circular and climate-resilient county

There is a major opportunity to build on national policy direction and public support for sustainability by expanding circular-economy initiatives, improving recycling performance, reducing emissions from transport and fleet, and embedding climate resilience into infrastructure planning. This creates long-term environmental, financial and social benefits.

Modernising infrastructure and embracing digital innovation

Advances in technology, data and engineering provide opportunities to improve asset management, enhance service efficiency and deliver smarter, more resilient infrastructure. Digital tools, improved data insights and modern design approaches can help the division plan more effectively, reduce costs and improve the reliability and safety of essential services.

Strengthening collaboration with communities, partners and regional bodies

There is significant potential to deepen partnership working across public services, the private sector, community groups and regional transport and environmental programmes. Stronger collaboration can unlock external funding, support behaviour change, improve service delivery and ensure that local priorities are aligned with wider regional and national

Director's Foreword

I am pleased to endorse the Environmental Infrastructure Business Plan for 2026/27, which provides a clear and comprehensive framework for the delivery of services within the Place, Infrastructure, and Economic Development portfolio. This plan demonstrates how the service will underpin and contribute to the Council's overarching objectives, ensuring that our environmental infrastructure and associated services continues to support sustainable growth, resilience, and community/economic wellbeing.



The priorities outlined within this plan are integral to achieving the Council's corporate ambitions.

In particular, they will:

- Advance our strategic goals by embedding sustainability and climate resilience into infrastructure planning and delivery.
- Support economic development and growth through investment in infrastructure that underpins prosperity and long-term competitiveness.
- Ensure accountability and efficiency by applying robust governance, performance management, and financial discipline.
- Strengthen collaboration with partners, stakeholders, and communities to maximise impact and deliver shared outcomes.

This business plan is not only a statement of intent but also a commitment to disciplined execution and measurable results. It provides assurance that the service is aligned with corporate priorities and prepared to meet both immediate operational requirements and longer-term strategic challenges.

I commend the Head of Service and the team for their work in developing this plan, and I look forward to seeing its successful implementation as we continue to build a sustainable and prosperous future for Carmarthenshire.

Ainsley Williams, Director – Place, Infrastructure, and Economic Development

Head of Service Introduction



The Environmental Infrastructure Business Plan for 2026/27 sets out a clear and structured framework for the delivery of our service priorities over the coming year. This plan has been developed in alignment with the Council's corporate objectives and provides a strategic roadmap to ensure that our work contributes directly to the wider ambitions for Place, Infrastructure, and Economic Development.

Our key areas of focus for 2026/27 are aligned to corporate objectives to support Carmarthenshire being the best place to live, work and visit.

The service actions and measures contained within the plan can be summarised into themes:

1. Delivering excellent services that place the needs of our customers at the forefront.
2. Strengthening resilience and sustainability through investment in infrastructure that addresses climate change and long-term environmental challenges.
3. Working towards Net Zero Carbon
4. Enhancing efficiency and accountability by embedding robust governance, performance monitoring, and value-for-money principles across all areas of service delivery.
5. Collaborating strategically with partners, stakeholders, and communities to maximise impact and ensure alignment with regional and national frameworks.
6. Delivering programmes of workforce development to provide effective and efficient services.

This business plan represents a commitment to service planning, effective resource management, and measurable outcomes. It provides a mechanism of assurance that the service is prepared to meet both immediate operational requirements and longer-term strategic challenges.

Through the implementation of this plan, we will continue to strengthen work towards Carmarthenshire's corporate objectives ensuring that the services delivered remain a foundation for sustainable development, a driver of economic prosperity and addresses long-term environmental challenges.

Daniel W John, Head of Service – Environmental Infrastructure

Key Achievements in 2025/26

Secured major investment to improve transport connectivity and support economic growth

The division successfully secured funding for several strategic infrastructure schemes, including Sandy Road Phase 2, Llanelli Interchange, the Carmarthen Transport Masterplan and continued delivery of the Tywi Valley Path. These projects strengthen regional connectivity, support economic activity and enhance sustainable travel options.

Delivered strong progress on the Regional Transport Plan

Working collaboratively with regional partners, the division completed the Regional Transport Plan and associated assessments following extensive public consultation. The accompanying Delivery Plan is now ready for approval, positioning the county to benefit from future transport investment and low-carbon mobility initiatives.

Advanced the county's decarbonisation and active-travel ambitions

Significant progress was made on active-travel facilities across council offices, with audits completed and proposals developed for improved cycle storage and staff facilities. The division also advanced the Fleet Decarbonisation Plan, undertaking full life-cost analysis and progressing the wider Fleet Strategy to support the transition to low-emission vehicles.

Strengthened local environmental quality and neighbourhood services

The transfer of fly-tipping duties into Environmental Enforcement has streamlined reporting, improved response times and enhanced the ability to identify perpetrators. Work also progressed on the Neighbourhood Services Strategy, creating a unified framework to improve local environmental quality, litter management and cleansing operations.

Maintained strong performance in waste management and circular-economy planning

The division continued to meet key waste-management targets, including maintaining low landfill rates, meeting the 70% recycling target and achieving strong performance in fly-tipping clearance times. Work progressed on the delivery of our Waste and Circular Economy Strategy and preparing for the phased rollout of the Welsh Government Blueprint kerbside collection model.

Improved asset management and resilience of the county's infrastructure

Highway Services strengthened its risk-based asset-management approach, using improved data and collaborative best practice to prioritise maintenance of roads, bridges, drainage and street-scene assets. This has supported more effective use of resources and enhanced the resilience of key infrastructure across the county.



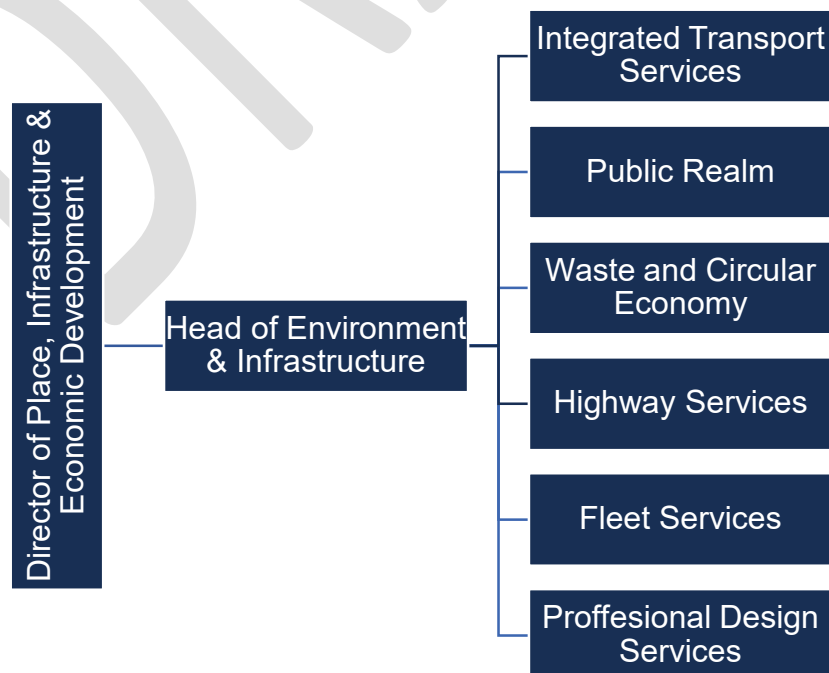
Divisional Overview

The Environment and Infrastructure Division plays a central role in shaping a cleaner, safer and more resilient county by delivering essential services that protect the environment, support sustainable communities and maintain the infrastructure residents rely on every day. The division brings together a wide range of environmental, transport and operational functions, all working collectively to meet statutory obligations, drive continuous improvement and support the Authority's long-term strategic goals.

Its work spans the management of waste and recycling systems, the maintenance of public spaces, the stewardship of highways and transport networks, and the provision of technical and operational expertise that enables safe and efficient service delivery. The division also leads on key environmental responsibilities, including climate-focused initiatives, sustainable resource use and the maintenance and protection of local places and assets. Through strong partnership working, evidence-based planning and a commitment to high-quality public service, the division ensures that essential infrastructure is well-managed, communities are supported, and the county continues to move toward a more sustainable and circular future.

By integrating environmental protection, infrastructure management and community-focused service delivery, the Environment and Infrastructure Division provides the foundations for economic vitality, public wellbeing and long-term environmental resilience across Carmarthenshire.

Organisation



Waste and Circular Economy

The Waste & Circular Economy service delivers a comprehensive blend of strategic planning and operational management designed to meet Welsh Government targets and deliver customer focussed services. The division continually reviews and refines its long-term waste strategy to ensure the Authority progresses toward sustainable waste practices, achieving mandated recycling and landfill-diversion targets. Working closely with contractor partners, the service oversees the collection, processing, recycling and disposal of municipal waste across domestic properties, trade customers, bring sites and Household Waste Recycling Centres. It also manages the collation of statutory waste data for Welsh Government and Natural Resources Wales, and maintains closed landfill sites, including all required environmental aftercare. A strong emphasis is placed on customer engagement and behaviour-change initiatives, from targeted campaigns to doorstep interactions, all aimed at reducing waste and increasing recycling and composting. The service also leads on developing and promoting new reuse and recycling schemes to maximise resource circularity.

Public Realm

The Public Realm service delivers a coordinated, county-wide service that safeguards and enhances the quality of local environments. Its frontline operational services comprising of Team Tacluso, the Cleansing Service, and the Grounds Maintenance Service provide a comprehensive and visible presence across the county. Team Tacluso leads on targeted environmental improvement within our town centres, while the Cleansing Service undertakes routine and reactive street cleansing to maintain high standards of cleanliness. Grounds Maintenance manages a portfolio of parks, playgrounds and open spaces, supporting a wide range of internal partners including countryside services, cultural services, schools, housing and social care to ensure safe, attractive and welcoming public spaces while maximising and enhancing environmental biodiversity. The Public Rights of Way service also maintains, improves and promotes accessible, well-connected paths and countryside routes that support recreation, active travel and wider environmental objectives.

Underpinning these operational services is the Environmental Enforcement service that ensures compliance with key legislation such as Environmental Law, Public Space Protection Orders, Highways regulations and Anti-Social Behaviour measures, while also fulfilling the authority's statutory duties for abandoned vehicles. The enforcement team strengthens the public realm offer by providing community education programmes, engaging with schools and public events, and supporting operational efficiency. This integrated model ensures that enforcement, education and frontline operations work in synergy to deliver high-quality local environments across the authority.

Integrated Transport Services

Integrated Transport Services provides a coordinated, customer-focused function that ensures a safe, accessible, efficient and sustainable transport provision across the county. The service manages public transport operations, including contracted local bus services, community transport and school transport, ensuring safe, reliable

and value-for-money provision that meets statutory obligations and supports social inclusion. It oversees transport planning and network development, working with operators, regional partners and Welsh Government to improve connectivity and promote modal shift.

The service's wider operational responsibilities encompass Parking Management, Traffic Management, Road Safety, and Street Works, ensuring the network operates safely and efficiently. Parking Management supports compliance and turnover in key locations, while Traffic Management oversees the safe movement of vehicles and pedestrians through effective coordination of road space, events, and network interventions. Road Safety delivers a programme of improved design underpinned by education, training and promotional initiatives, particularly for young and vulnerable users, helping residents travel confidently and safely. The Street Works function ensures that utility and highway works are managed and coordinated effectively, minimising disruption and maintaining the integrity of the network.

Integrated Transport Services also plays a key role in supporting active travel, coordinating infrastructure improvements and promoting walking and cycling as part of a healthier, low-carbon transport system. Through strong partnership working, data-led planning and a commitment to continuous improvement, the service underpins a resilient, integrated transport network that supports communities, the economy and the authority's wider sustainability goals.

Professional Design Services

Professional Highways Design provides the specialist technical expertise that underpins the safe, efficient and sustainable development of the county's transport infrastructure. The team delivers design, engineering and project development for a wide range of highway improvement schemes, from junction upgrades and active-travel routes to major road enhancements. Its work includes feasibility studies, detailed design, technical approvals and contract documentation, ensuring all schemes comply with national standards, Welsh Government guidance and the authority's own design principles. The service also provides specialist engineering advice to internal departments, developers and external partners, supporting high-quality, cost-effective and future-proofed solutions. By integrating safety, sustainability, accessibility and resilience into every stage of design, the team plays a vital role in shaping a transport network that supports economic growth, reduces carbon impact and enhances the quality of place across the county.

Highway Services

Highway Services delivers a broad, safety-critical function that keeps the county's transport network safe, reliable and well-maintained. The service is responsible for maintaining roads, footways, bridges, highway structures and highway drainage assets, undertaking routine and reactive repairs and delivering planned maintenance programmes that protect the long-term condition of the network. It also delivers a wide range of highway construction activities, supporting capital schemes, infrastructure improvements and local enhancement projects.

Strong Asset Management, aligned with the authority's Highway Asset Management Plan (HAMP), ensures that investment decisions are data-led, risks are effectively managed, and long-term network resilience is prioritised.

The service also oversees street lighting, traffic signals and signage, ensuring infrastructure is efficient, compliant and responsive to community needs. Highway Services manages winter maintenance, including gritting and snow-clearing

operations, and provides an operational response to flooding incidents, supporting community resilience and protecting the transport network during severe weather events.

In addition, Highway Services delivers the county's operational responsibilities under the SWTRA contract, ensuring that trunk road functions are undertaken to required national standards. Through strong asset management, statutory compliance and close collaboration with internal services, SWTRA and external partners, the team supports a resilient, accessible and sustainable transport network that underpins economic activity and community wellbeing.

Fleet Services

Fleet Services provides a comprehensive, authority-wide function that ensures all council vehicles and plant are safe, compliant and efficiently managed. The team oversees the procurement and replacement of fleet assets, ensuring vehicles meet operational needs while supporting the authority's sustainability goals. It delivers maintenance, servicing and statutory inspections for the entire fleet, including specialist vehicles, to guarantee roadworthiness and full compliance with national legislation. Fleet Services also manages operator licence requirements, driver checks, fuel systems and telematics to optimise performance, reduce downtime and improve cost control. Working closely with service departments, the team provides technical advice and operational support, enabling frontline services to operate reliably and safely. Through strong governance, planned investment and continuous improvement, Fleet Services underpins the effective delivery of essential council operations across the county.

Budget Summary

The division operates within a challenging financial environment, balancing the need to deliver statutory services with the requirement to achieve efficiency savings.

There is no budget information included in this draft of the business plan as the 2026/27 budget is not final and relevant information is being discussed elsewhere on this scrutiny committee's agenda.

Workforce

This section explains how we will attract, develop, and retain the talent needed to achieve its goals. It covers current workforce capacity, future staffing needs, and the strategies required to build a skilled, adaptable, and sustainable workforce.

Document Title	Link
El Workforce Plan	View

Business Continuity

This section outlines how we will maintain essential operations during disruptions. It details the systems, processes, and contingencies in place to ensure resilience, minimise downtime, and protect critical services.

Document Title	Link
Business Continuity Plan for Place, Infrastructure, and Economic Development	View

Risk Management

Managing risk effectively is essential to delivering our objectives and maintaining service resilience. This section outlines our approach to identifying, assessing, and mitigating risks in line with the Council's [Risk Management Framework](#). The table below highlights both Corporate Risks that the division is responsible for addressing and the most significant risks facing the division. In either case, the references for any actions we are taking to manage them are listed and can be read in the Actions section of this document.

This section identifies the key risks that could impact our performance or stability. It assesses the likelihood and potential impact of each risk and describes the controls, monitoring processes, and mitigation measures in place.

Type	Risk	Score	Action(s)	Measure(s)
WBO3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)				
Service Priority: Highways & Transport				
Corporate	Continued deterioration of the condition of highways infrastructure and assets. Failure to address maintenance backlog (£63 million), as a consequence of falling investment levels. This is leading to increased demand for reactive repairs, higher insurance claims, increased risk of accidents due to deteriorating road safety conditions.	20	18695, 19399, 19400, 19402, 19404, 19410, 18643	EnvlInfra/021, EnvlInfra/022, EnvlInfra/023, EnvlInfra/024, EnvlInfra/025, EnvlInfra/026, EnvlInfra/027, PAM/020, PAM/021, PAM/022
Look to improve access to services through enhanced transportation networks and infrastructure.				
Corporate	Failure to secure the full extent of home-to-school transport services from third party providers due to a range of economic and market specific issues including increasing fuel costs, driver and maintenance technician shortages across the industry, supply market challenges (vehicles and parts) and an increasing complexity in demand management. This is exacerbated by the broader context of bus-industry reform of Wales.	20	19363, 19365, 19418, 19364	
Service Priority: Waste				
On track to meet the national recycling targets.				
Corporate	Failure to ensure that we meet our statutory recycling targets and wider obligations include improvements to the quality of recyclable materials to support circular economy principles and reduce carbon outputs in accordance with Welsh Government's Beyond Recycling national strategy. This would result in financial impact (fines), reputational damage and impact on sustainability goals.	20	19454, 19455, 19456, 19457, 19502, 19504, 19505, 19506, 16297, 19538, 19540, 19542, 19543	

Thematic Priority: Decarbonisation & Nature Emergency				
Improve current and explore new developments to limit the effects of flooding and other environmental threats which affect our residents and service users.				
Corporate	The physical effects of more frequent and intense weather patterns including storms and significant heat extremes conditions that compromise and stretch our operational ability to respond to widespread and prolonged emergencies both in the immediate response phase and recovery phase of a flood event, whilst also maintaining normal services. This will also include the risk of managing the public's expectation as the Council cannot respond to all requests for help during storm conditions. Response is curtailed by the resources available and the priorities at the time.	20	18643, 19465	
WBO4 - To further modernise and develop as a resilient and efficient Council (Our Council)				
Organisational Transformation - Efficiencies and Value for Money				
Ensuring the Council is using its resources economically, efficiently and effectively.				
Corporate	Failure to establish and maintain effective process, procedure & operations within the Fleet Maintenance Unit could result in increased vehicle downtime, higher maintenance costs, safety hazards and compliance issues.	20	19369, 19372, 19375, 19377, 19374	EnvInfra/021, EnvInfra/032, EnvInfra/033, THS/013, THS/014

Governance

Strong governance ensures accountability, transparency, and compliance with statutory requirements.

Strategies, Policies, and Procedures

This section outlines the strategies that will guide us over this period. It highlights the actions, initiatives, and investments required to achieve long-term objectives and strengthen overall performance.

Type	Name	Owner	Approval Date	Review Date
Procedure	Highway Asset Management Plan : Parts 1 Policy and Strategy and Part 2 Framework	Darren King	1/07/2018	1/7/2027
Procedure	Highway Asset Management Plan : Annual Statement Report	Darren King	1/12/2025	1/12/2026
Procedure	Highway Asset Management Plan: Maintenance Manual	Darren King	1/03/2024	1/11/2026
Strategy	Carmarthenshire Equestrian Access Strategy	Caroline Ferguson	29/09/2025	29/09/2030
Strategy	Waste Strategy	Geinor Lewis	30/01/2023	1/07/2026
Strategy	Regional Transport Plan	Simon Charles	1/09/2025	1/09/2030
Strategy	EV Infrastructure Strategy	Thomas J Evans	6/12/2021	6/12/2024
Policy	Driver Handbook/Road Risk Policy	Owen L Roberts	31/08/2025	31/08/2027
Strategy	Parking Strategy	Mike J Jacob	30/07/2018	30/07/2026

Self-Assessment Findings

In support of developing our 2026/27 business plan, the division completed a self-evaluation of its 2025/26 operations. The findings from this exercise have directly associated with the following actions so that we may improve on our prior work.

Self-Assessment Finding	Actions	Measures
Advance digital transformation by integrating systems and data to deliver seamless services and informed decision-making	19438	
Advance digital transformation by integrating systems and data to deliver seamless services and informed decision-making.	19410, 19526	

Self-Assessment Finding	Actions	Measures
ambitions and climate resilience into all aspects of strategic planning and service delivery	19364	
Consider financial challenges through proactive budgeting and exploring alternative service delivery models, including closer alignment with business planning for medium and long term sustainability.	19540	
Consider financial challenges through proactive budgeting and exploring alternative service delivery models, including closer alignment with business planning for medium and long term sustainability.	18695, 19365	
Continue to develop comprehensive workforce models and succession plans to meet future demands, reviewing job profiles and service structures to also identify alternative business delivery methods and financial sustainability.	19374, 19484	
Continue to strengthen stakeholder engagement by improving methods to engage internal and external stakeholders utilising the comprehensive consultation webpages to encourage active participation.		THS/018
Enhance collaborative efforts with internal and external partners to deliver integrated services, such as taking the opportunity to reset working relationships with trade unions through a new social partnership.	19538, NewAction5	
Strengthen our commitment to environmental sustainability by embedding Net Zero	18699, 18704, 19531	
Strengthen our commitment to environmental sustainability by embedding Net Zero ambitions and climate resilience into all aspects of strategic planning and service delivery		EnvInfra/016, EnvInfra/017, EnvInfra/018, THS/023, THS/024

2025 Residents Survey Response

Where applicable, this division has endeavoured to respond to the findings of Carmarthenshire's 2025 Residents Survey. The table below outlines the findings the division is able to respond to and which actions are being taken to support improvement in these areas.

ID	Finding	Action Refs	Measure Refs
2	Views were mixed regarding 'the Council provides opportunities for residents to participate in decision-making.' Many indicated 'neither' which substantiates the importance of consultations and other involvement activities in providing residents with opportunities to share their views. There are opportunities to further enhance the feedback loop, consistently applying the 'You said, we did' approach.	19356	
5	Respondents are mainly in agreement (42%) that the Council provides good quality services overall. This score has increased slightly on the previous year but remains below the highest score recorded in 2022. 9 of 10 service areas saw improvements in their satisfaction scores from last year with Education services seeing a slight decline. Similarly to last year Waste Management received the highest satisfaction levels and Highways and Transport received the lowest.	19352, 19370, 19374	EnvInfra/010, EnvInfra/011, EnvInfra/012, EnvInfra/013, EnvInfra/015a , PAM/010, PAM/030, PAM/035, PAM/043, STS/005a, WMT/004, WMT/007, WMT/010i, WMT/010ii, WMT/010iii, WMT/014, WMT/015
10	A lack of fit for purpose public transport options and good transportation links are a barrier for many. This can have detrimental effects on the degree to which people are able to access the services that they need to live comfortably.	19351	
17	The largest proportion (43%) of respondents indicated 'neither' when asked whether the climate emergency is being addressed locally. This is a consistent trend with the previous year. Further analysis indicates that with the exception of those that answered 'neither', slightly more people disagree (23%) than agree (20%). This might suggest that people are unaware of the measures put in place to address this priority.	18699, 18704, 19416, 19527, 19528, 19529, 19530, 19531	EnvInfra/016, EnvInfra/017, EnvInfra/018, THS/023, THS/024

Divisional Actions for 2026/27

This section sets out the key actions the division will deliver during 2026–27 to achieve the Council's Well-being Objectives and strategic priorities. Actions are grouped by Well-being Objective, then by Priority and Outcome, to ensure alignment with the Corporate Strategy and statutory duties.

Key

 - Corporate Strategy Actions

 - Business Plan Actions

PIMS Ref	Action Description	Owner	Officer	Start Date	Target Date	Measure	Cabinet Portfolio	Scrutiny
WBO1 - Enabling our children and young people to have the best possible start in life (Start Well)								
Service Priority: Education								
ambitions and climate resilience into all aspects of strategic planning and service delivery								
19364	Review of application and provision of Additional Learning Needs with the Education department. Aim to introduce an ALN application process and improve information received and shared between all parties.	Simon Charles	D Alwyn Evans	01/04/2025	31/03/2027			

WBO3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)								
Service Priority: Highways and Transport								
17457	Develop facilities within Carmarthenshire County Council offices to support Active Travel for visitors, members, and officers. Looking at bike racks, changing rooms, shower facilities etc. [Vision 65]	Daniel W John	Simon Charles	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
18643	Ensure effective services in terms of managing and maintaining key infrastructure assets that include highway, drainage, street scene and local amenity assets. [vision 62]	Daniel W John	Darren King	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
18646	Continue reviewing and assessing the need for safer routes and traffic calming across Carmarthenshire's towns and villages as part of road safety work, while awaiting the Welsh Government's 20mph pilot outcome before a final decision on the national rollout. CV64	Simon Charles	Mike J Jacob	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change

18649	Develop and deliver programmes of infrastructure that supports economic growth within Carmarthenshire	Daniel W John	Simon Charles	01/04/2026	31/03/2027			
18694	Develop Community Transport Strategy to enable access to essential services from rural communities MFR 28	D Alwyn Evans	Kelly A Phillips	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
Consider financial challenges through proactive budgeting and exploring alternative service delivery models, including closer alignment with business planning for medium and long term sustainability.								
18695	Following withdrawal of Welsh Government funding, explore all possible funding options to support a programme of improving the condition of rural roads. MFR 33	Darren King	Christopher Nelson	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
18700	Continue to develop and deliver improvements for the A484 at Sandy Rd, Llanelli in order to support economic activity, improve local air quality, road safety and sustainable travel options [vision 62]	Simon Charles	Samara Hicks	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change

18702	Deliver the cycle and pedestrian path from Carmarthen to Llandeilo which will be a huge boost to local towns and villages, and tourism throughout the county. [Vision 66]	Daniel W John	Simon Charles	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
18703	Lobby UK Government and the Welsh Government for a fair share of rail investment in west Wales Calling for a direct 1-hour fast train service from Cardiff to Carmarthen This will include the lobbying for and supporting the reopening of other lines localised service and branch lines [vision 53]	Daniel W John	Simon Charles	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
19399	Deliver a prioritised capital maintenance programme of highway bridge strengthening and replacement schemes. Prioritising delivery of schemes with the resources available.	Darren King	Christopher Nelson	01/04/2026	31/03/2027			

19400	Review and research carbon impacts of highway preventative maintenance versus reactive maintenance [whole life impact]	Darren King	Christopher Nelson	01/04/2026	31/03/2027			
19402	Update Maintenance Manual for Highway Structures for approval	Darren King	Christopher Nelson	01/04/2025	31/03/2027			
19403	Develop and implement footway hierarchy for prioritisation on maintenance and investment	Darren King	Christopher Nelson	01/04/2025	31/03/2027			
19404	Develop a data information management plan for the HAMP	Darren King	Christopher Nelson	01/04/2025	31/03/2027			
19405	Review Highways Asset Management Plan and update to incorporate strategic Net Zero Carbon objectives	Darren King	Christopher Nelson	01/04/2025	31/03/2027			
19409	Review the provision of Asset and divisional data to DataMap Wales and NUAR in conjunction with Corp GIS team	Darren King	Christopher Nelson	01/04/2025	31/03/2027			

19419	Carry out 100% of Annual Surveys of Ash Die Back Trees on high priority CH1 and CH2 roads in accordance with the Highway Network Hierarchy	Daniel W John	Darren King	01/04/2026	31/03/2027			
19425	Develop programme for reviewing policies for Highways Maintenance operations as part of the Highway Maintenance Manual	Daniel W John	Darren King	01/04/2025	31/03/2027			
19441	Review, develop and implement a new Parking Strategy that aligns with economic and sustainable transportation goals.	Simon Charles	Mike J Jacob	01/04/2026	31/03/2027			
19443	Scope and develop opportunities for overnight parking in our car parks for income generation.	Simon Charles	Mike J Jacob	01/04/2026	31/03/2027			
19444	Identify digital solutions for enforcement (parking and environmental)	Simon Charles	Mike J Jacob	01/04/2026	31/03/2027			
19459	Pilot transport surgeries to improve engagement with the public	D Alwyn Evans	Kelly A Phillips	01/04/2025	31/03/2027			

19463	Deliver 60 Biker-down training with partners to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Mike J Jacob	Martin E Owen	01/04/2026	31/03/2027			
19464	Deliver 43 Dragon Rider training with partners to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Mike J Jacob	Martin E Owen	01/04/2026	31/03/2027			
19472	Develop and implement a tourism signing policy to ensure consistency across the county	Simon Charles	Mike J Jacob	01/04/2026	31/03/2027			
19473	Develop and Implement our Traffic Monitoring Strategy	Simon Charles	Mike J Jacob	01/04/2026	31/03/2027			
19474	Identify and implement digital transformation of Traffic Regulation Orders	Simon Charles	Mike J Jacob	01/04/2025	31/03/2027			
19475	Implement a new consolidation order for weight restrictions	Simon Charles	Mike J Jacob	01/04/2025	31/03/2027			
19490	Increase the number of bus stops served by public transport which have Real Time Information displays	Simon Charles	Samara Hicks	01/04/2026	31/03/2027			

19491	Continue to develop and deliver a programme of public transport infrastructure improvements to encourage modal shift and supports our net zero carbon ambitions	Simon Charles	Samara Hicks	01/04/2025	31/03/2027			
19520	Refresh our Cycling Strategy to determine progress against actions, policy developments and to set new targets for the next 5 years	Daniel W John	Simon Charles	01/04/2025	31/03/2027			
19522	To support the service to ensure the following schemes are consulted widely and promoted as and when required: Tywi Valley Path Active Travel Masterplans, Bus Infrastructure investment, Black Bridge, Safe Routes in Communities and further engineering des	Daniel W John	Simon Charles	01/04/2026	31/03/2027			

Service Priority: Leisure and Tourism								
19394	Deliver actions within the Equestrian Strategy [within available resources], and identify opportunity for growth of equestrian use on our assets and promotion of our provision.	D Gary Baxter	Caroline Ferguson	01/04/2025	31/03/2028			
Service Priority: Waste								
16297	Utilise a phased approach for the implementation of a new kerbside waste collection system in 2024/25, that is compliant with Welsh Governments' Blueprint collection methodology. This will mean that households will receive a weekly recycling, food and glass collection services from 24/25. CV48	Geinor Lewis	Yana L Thomas	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change

18697	Develop a wider circular economy strategy to enable communities to proactively implement sustainable projects through existing community networks and for the authority to facilitate further infrastructure development to support circular economy aspirations.	Daniel W John	Geinor Lewis	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
18709	Develop and deliver strategic action plan for 'Bulky Waste' service	Daniel W John	Geinor Lewis	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
18773	Deliver the recommendations of the fly tipping task and finish group [Vision 62]. To further explore the potential of streamlining the current council's management of fly-tipping by way of a "one team" approach in order to strengthen the departmental management of fly tipping between private and public land sectors	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change

19381	Support Waste Services by providing vehicles and maintenance plan to deliver Waste Service Change and their operational services	Owen L Roberts	Antonia L Jones	01/04/2025	31/03/2029			
19426	Review position on closed landfill by undertaking feasibility study on Wernddu to establish future requirements to manage the leachate treatment and lagoon capacity on site to comply with NRW regulations	Geinor Lewis	Diane D Thomas	01/04/2025	31/03/2027			
19427	Review existing education and enforcement process to align with waste and recycling warden evidence base taking into consideration individual and communal collection points	Geinor Lewis	Diane D Thomas	01/04/2025	31/03/2027			
19428	Create a detailed action plan in partnership with CWM Environmental to increase ETO reach.	Geinor Lewis	Diane D Thomas	01/04/2025	31/03/2027			
19446	Identify funding to deliver a resource for education, reuse and repair	Daniel W John	Geinor Lewis	01/04/2026	31/03/2027			

19447	Continue to develop the ETO Project through wider community engagement with existing projects to work in partnership and collaboration in the Ten Town locations.	Daniel W John	Geinor Lewis	01/04/2026	31/03/2027			
19448	Co-ordinate 8 staff drop-in sessions on Waste Strategy to include the Education Enforcement process and current waste collection strategy requirements	Daniel W John	Geinor Lewis	01/04/2026	31/03/2027			
19449	Continuous review of robust governance arrangements with CWM to incorporate all aspects of operational management the Teckal undertakes for CCC	Daniel W John	Geinor Lewis	01/04/2026	31/03/2027			
19450	Develop a business case to introduce Automatic Number Plate Recognition at our Household Waste Recycling Centre to reduce commercial activity	Daniel W John	Geinor Lewis	01/04/2025	31/03/2027			

19454	Deliver a community programme of recycling participation surveys to 5% of households	Geinor Lewis	Karen Fulham	01/04/2026	31/03/2027			
19455	Deliver 25 community engagement activities with residents, staff and community stakeholders.	Geinor Lewis	Karen Fulham	01/04/2026	31/03/2027			
19456	Develop and deliver an educational programme schedule for community and school engagement to raise awareness of repair, reuse and recycling initiatives	Geinor Lewis	Karen Fulham	01/04/2026	31/03/2027			
19457	Continue to communicate existing waste and circular economy strategies to promote increased recycling and reuse participation from residents by utilising the resource funded in Marketing & Media	Geinor Lewis	Karen Fulham	01/04/2025	31/03/2027			
19465	Engage with fast food hot spots areas to develop specific localised action plan to reduce vehicle dropped litter	D Gary Baxter	Michael Roberts	01/04/2026	31/03/2027			

19468	Develop and deliver an education programme for our primary aged pupils on; Environmental Enforcement and Local Environment Quality	D Gary Baxter	Michael Roberts	01/04/2025	31/03/2027			
19500	Upskill 2% of our Loaders to Drivers Per Year within Waste Services	Geinor Lewis	Shaun K Lynch	01/04/2026	31/03/2027			
19502	Collaborate with the Digital Systems Team to implement Incab Technology in all Operational Services with Waste.	Geinor Lewis	Shaun K Lynch	01/04/2026	31/03/2027			
19503	Roll out operational service standards handbook for the operational staff within Waste Services	Geinor Lewis	Shaun K Lynch	01/04/2025	31/03/2027			
19505	Develop a competency framework for a Assistant area managers/Supervisor role and establish a model of what we require from the roles for Waste Services	Geinor Lewis	Shaun K Lynch	01/04/2025	31/03/2027			

19506	Develop a training plan for new waste service recruits to allow existing staff / managers to have clear direction on what's required	Geinor Lewis	Shaun K Lynch	01/04/2025	31/03/2027			
19509	Explore the possibility of providing annual health screenings by occupational health for all waste service operatives within the workforce from the 3 depots. This will reduce pressure on the workforce and improve logistiQ for all.	Geinor Lewis	Shaun K Lynch	01/04/2025	31/03/2027			
NewAction1	Develop and implement a media communication plan to raise awareness of fly tipping as a crime and promote environmental quality initiatives across Carmarthenshire. Ensure all messaging aligns with the Council's Fly Tipping Policy and supports external engagement goals.	D Gary Baxter	Michael Roberts	01/04/2026	31/12/2026			

Thematic Priority: Decarbonisation and Nature Emergency								
Strengthen our commitment to environmental sustainability by embedding Net Zero								
18699	Lobby Welsh Government for a feasibility study for a passenger railway and cycle route along the Gwendraeth Valley [Vision 54]	Simon Charles	Thomas J Evans	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
18704	That the Council works with partners to consider further investment in the electric charging points network across the County with a focus on development of the infrastructure as part of the 10 Rural Towns initiative. MFR 29	Simon Charles	Thomas J Evans	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
19369	Develop and implement a new Fleet Strategy [including Electric Vehicle Transition Plan]	Owen L Roberts	Antonia L Jones	01/04/2025	31/03/2027			
19461	Deliver kerb craft initiatives to 900 pupils to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Mike J Jacob	Martin E Owen	01/04/2026	31/03/2027			

19462	Deliver cycling courses to 600 pupils to promote road safety training and campaigns to encourage safe active travel (subject to Welsh Government funding)	Mike J Jacob	Martin E Owen	01/04/2026	31/03/2027			
Thematic Priority: Economic Recovery and Growth								
19351	Continue with operational maintenance on Murray Street Car park.	Adrian Harries	Robert M Evans	01/04/2026	31/03/2028			
19516	Develop an economic and tourism opportunities plan for the Tywi Valley Path.	Daniel W John	Simon Charles	01/04/2026	31/03/2027			
WBO4 - To further modernise and develop as a resilient and efficient Council (Our Council)								
Organisational Transformation - Customers and Digital Transformation								
19356	Develop consultation process prior to implementation of highways schemes on the impact within the community	Adrian Harries	Robert M Evans	01/04/2025	31/03/2027			
19418	Deliver 5 staff drop-in sessions and councillor briefings and workshops based on the councillor enquiries to the division to include School Transport, Traffic Management .	Daniel W John	Simon Charles	01/04/2026	31/03/2027			

19466	Co-ordinate 25 Pride in Your Patch litter pick events	D Gary Baxter	Michael Roberts	01/04/2026	31/03/2027			
19467	Empower residents to take responsibility for their local environment by maintaining 20 volunteer groups per annum.	D Gary Baxter	Michael Roberts	01/04/2026	31/03/2027			
19372	Develop systems, process, and indicators to monitor vehicle utilisation.	Owen L Roberts	Antonia L Jones	01/04/2025	31/03/2027			
19375	Achieve Operator Compliance Risk Score of 4 or below. This score is calculated by the DVSA over a 3-year rolling period and works out the risk of an Operator not remaining compliant. Data is taken from: MOTs, roadside inspections, desk-based ('remote') as	Owen L Roberts	Antonia L Jones	01/04/2026	31/03/2027			

19377	Develop a robust contract management process for hired fleet services vehicles: Regular contract reviews and Audits, KPI development and Performance Monitoring Risk Management Financial assessment	Owen L Roberts	Antonia L Jones	01/04/2025	31/03/2027			
19379	Develop and implement a central record of all drivers with driving license checks, accident reports, penalty notices and other driver infringements all recorded centrally.	Owen L Roberts	Antonia L Jones	01/04/2026	31/03/2027			
19396	Reduce backlog on formal definitive map modification order applications	D Gary Baxter	Caroline Ferguson	01/04/2026	31/03/2027			
Advance digital transformation by integrating systems and data to deliver seamless services and informed decision-making								
19438	Delivery of digital transformation plan within Public Realm	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027			

Organisational Transformation - Decarbonisation and Biodiversity								
18707	Review the current vehicle fleet strategy with a view to utilising the most suitable and low emissions vehicle technology (including electric or other power sources) over the coming years. [Vision 49]	Daniel W John	Owen L Roberts	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
19370	Deliver Fleet Review Action Plan to deliver safe, compliant and efficient fleet operations, processes and workshops.	Owen L Roberts	Antonia L Jones	01/04/2025	31/03/2027			
Continue to develop comprehensive workforce models and succession plans to meet future demands, reviewing job profiles and service structures to also identify alternative business delivery methods and financial sustainability.								
19374	Implement a training programme to ensure all Workshop Technicians and Team Leaders achieve IMI Level 3: In the Diagnosis, Testing and Repair of Electric/Hybrid Vehicles and Components	Owen L Roberts	Antonia L Jones	01/04/2026	31/03/2027			

Organisational Transformation - Efficiencies and Value for Money								
Consider financial challenges through proactive budgeting and exploring alternative service delivery models, including closer alignment with business planning for medium and long term sustainability.								
19365	Undertake thorough review of the school transport policy in conjunction with Education, focusing on provisions for nearest and catchment areas, as well as dual residency arrangements. This review aims to develop a more efficient service delivery policy and achieve cost savings.	Simon Charles	D Alwyn Evans	01/04/2025	31/03/2027			
19431	Develop action plan to manage and resource seasonal hot spots and manage operational pressures.	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027			
19434	Implement route rationalisation for grounds to provide a more effective and efficient service	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027			

19435	Implement route rationalisation for cleansing to provide a more effective and efficient service	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027			
19436	Develop Japanese Knotweed policy and streamline corporate reporting and treatment processes	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027			
19483	Co-ordinate a review of the Sandbags Policy and community engagement events in relation to adverse weather events	Daniel W John	Paul Ridley	01/04/2025	31/03/2027			
Continue to develop comprehensive workforce models and succession plans to meet future demands, reviewing job profiles and service structures to also identify alternative business delivery methods and financial sustainability.								
19484	Deliver operational and technical training plan (subject to LRF funding)	Daniel W John	Paul Ridley	01/04/2026	31/03/2027			
19485	Utilise the volunteer network to complete a multi agency exercise	Daniel W John	Paul Ridley	01/04/2026	31/03/2027			
19521	Enable co-ordination of grant bids within the division to maximise funding potential	Daniel W John	Simon Charles	01/04/2026	31/03/2027			
19523	Deliver CCTV action plan to support environmental enforcement activities	D Gary Baxter	Steven Raymond	01/04/2026	31/03/2027			

19524	Implement 6 ward/area-based action plans based on evidence of specific waste related problems.	D Gary Baxter	Steven Raymond	01/04/2026	31/03/2027			
Advance digital transformation by integrating systems and data to deliver seamless services and informed decision-making.								
19526	Develop a Powerbi dashboard to manage performance for Environmental Enforcement	D Gary Baxter	Steven Raymond	01/04/2025	31/03/2027			
19532	Scope the potential for a utilities company permit system within the Street Works Unit	Mike J Jacob	Tony Hopkins	01/04/2025	31/03/2027			
19533	Deliver a programme of coring utility trenches to monitor performance	Mike J Jacob	Tony Hopkins	01/04/2025	31/03/2027			

NewAction2	Review and strengthen the Fly Tipping Education, Prevention and Communication Strategy by Q4 2026 through a new Communication and Engagement Action Plan that addresses rural and urban challenges, leverages regular social media outreach, and ensures visible presence at community events such as shows, fetes, and eisteddfodau.	D Gary Baxter	Steven Raymond	01/04/2026	31/03/2027			
Enhance collaborative efforts with internal and external partners to deliver integrated services, such as taking the opportunity to reset working relationships with trade unions through a new social partnership.								
NewAction5	Design and launch a Community Engagement Plan to strengthen collaboration with police and partner agencies in raising the visibility of environmental crime. Focus on coordinated messaging and joint initiatives that support enforcement and public awareness.	D Gary Baxter	Michael Roberts	01/04/2026	31/10/2026			

NewAction8	Launch a targeted litter reduction initiative, combining “Food on the Go,” dog fouling, chewing gum, and cigarette litter campaigns to address high-impact waste types across both daytime and nighttime economies. Use coordinated messaging and community engagement to drive behavior change and improve street cleanliness.	D Gary Baxter	Michael Roberts	01/04/2026	31/03/2027			
NewAction9	Develop and implement an operational plan to manage seasonal environmental hotspots and pressures, including a revised methodology for accurately calculating sweeper tonnages to optimise resource allocation and performance tracking.	Daniel W John	D Gary Baxter	01/04/2026	31/03/2027			
Organisational Transformation - Income and Commercialisation								
19353	Develop a service to enable the unit to undertake WELTAG appraisals	Daniel W John	Adrian Harries	01/04/2025	31/03/2027			

19354	Implement commuted sums policy to ensure we have an effective recovery of sums for future maintenance.	Daniel W John	Adrian Harries	01/04/2025	31/03/2027			
19363	Report on the financial impact of introducing Personal Travel Budgets (PTB) for school/college transport. Highlight cost comparisons, uptake trends [number of PTB offered V Take up], and projected savings [PTB confirmed cost V Transport Cost].	Simon Charles	Kelly A Phillips	01/04/2026	31/03/2027			
19420	Explore potential solutions for internal sourcing of Highway Verge Mowing for Llanelli and Glanamman areas to include collaboration with Grounds and Cleansing.	Daniel W John	Darren King	01/04/2025	31/03/2027			

19432	Undertake Profile Spend [Aggregated spends] analysis for procurement of services and supplies, determine procurement methodology for each service sector to qualify compliance and develop a strategy for future procurement of services and supplies within Gr	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027			
19478	Implement Road Closure Policy which will include 3 tier charging and charging for commercial events	Simon Charles	Mike J Jacob	01/04/2025	31/03/2027			
19534	Develop and Implement a Street Works Policy	Simon Charles	Mike J Jacob	01/04/2026	31/03/2027			
Organisational Transformation - Overarching								
19352	Develop an approach where innovative design and use of recycled aggregates on engineering schemes is the default consideration.	Adrian Harries	Alwyn B Williams	01/04/2025	31/03/2027			

Organisational Transformation - Service Design and Improvement								
18706	Review and develop Public Realm Policies and Procedures, to include neighbourhood services strategy and align the cleansing review with the Local Environment Quality strategy. (Litter Bin Policy, Graffiti Management Policy, Fly Tipping and CCTV Strategy, Litter Prevention Plan, Voluntary Code of Practice)	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
19392	Maintain and grow volunteer programme to support maintenance of Public Rights Of Way network	D Gary Baxter	Caroline Ferguson	01/04/2026	31/03/2027			
19393	Explore the opportunity of the volunteer group undertaking minor maintenance on the Public Rights Of Way network	D Gary Baxter	Caroline Ferguson	01/04/2026	31/03/2027			
19397	Scope opportunities to secure funding for PROW network and development.	D Gary Baxter	Caroline Ferguson	01/04/2026	31/03/2027			

19504	Collaborate with transformation to develop a replacement strategy for waste collection fleet	Geinor Lewis	Shaun K Lynch	01/04/2026	31/03/2027			
NewAction6	Establish and formalise a “Delivering Through Others” campaign, creating a structured framework for engaging volunteer sector groups and community partners. Ensure the approach supports shared delivery of environmental initiatives and strengthens local collaboration.	D Gary Baxter	Michael Roberts	01/04/2026	31/03/2027			
NewAction7	Promote a “One Team Ethos” across Carmarthenshire County Council to embed a unified approach to improving Local Environmental Quality. Facilitate cross-departmental collaboration through shared goals, training, and consistent messaging.	D Gary Baxter	Michael Roberts	01/04/2026	31/03/2027			

Organisational Transformation - Workplace								
19437	Develop a competency framework for a supervisor role and establish a model of what we require from the supervisor role within Grounds & Cleansing	Daniel W John	D Gary Baxter	01/04/2025	31/03/2027			
Core Business Enablers								
Estates and Asset Management								
19519	Work with estates management to complete the finalising of all agreed settlement figures for all Compulsory Purchase Orders (CPOs) on the Tywi Valley Path	Daniel W John	Simon Charles	01/04/2026	31/03/2027			
19543	Waste Services to collaborate with Asset Management on Land Acquisition required to support Waste Service Changes	Geinor Lewis	Yana L Thomas	01/04/2026	31/03/2027			
Finance								
Consider financial challenges through proactive budgeting and exploring alternative service delivery models, including closer alignment with business planning for medium and long term sustainability.								
19540	Develop a robust schedule of financial review for the waste service change	Geinor Lewis	Yana L Thomas	01/04/2026	31/03/2027			

Information and Communication Technology (ICT)								
Advance digital transformation by integrating systems and data to deliver seamless services and informed decision-making.								
19410	Support from IT and Digital Systems Team on the implementation of new divisional software system for Highways to replace WDM and Task	Darren King	Christopher Nelson	01/04/2025	31/03/2027			
Marketing and Media (inc. Customer Services)								
18711	That the Council improves promotion of its Country Cars scheme MFR 31	D Alwyn Evans	Kelly A Phillips	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
Strengthen our commitment to environmental sustainability by embedding Net Zero								
19531	Increase promotion of Electric Vehicle Charging Locations with assistance of Marketing and Media	Simon Charles	Thomas J Evans	01/04/2026	31/03/2027			
Enhance collaborative efforts with internal and external partners to deliver integrated services, such as taking the opportunity to reset working relationships with trade unions through a new social partnership.								
19538	Develop and deliver a robust communications and engagement plan for Waste Strategy roll out by utilising the resource funded in Marketing & Media	Geinor Lewis	Yana L Thomas	01/04/2026	31/03/2027			

People Management								
19542	People Management & Waste Services to collaborate with regards to potential impact of a single depot on our workforce with regards to location, working patterns, staff contracts to deliver Waste Service Changes	Geinor Lewis	Yana L Thomas	01/04/2026	31/03/2027			
Procurement								
19451	Procurement support for call off from ESPO framework for Recycling Receptacles framework	Daniel W John	Geinor Lewis	01/04/2026	31/03/2027			
19493	Collaborate with the procurement team to renegotiate the advertising framework for bus shelters, aiming to generate additional income and achieve broader benefits	Simon Charles	Samara Hicks	01/04/2025	31/03/2027			
18701	Lobby Welsh Government to reopen the Amman Valley railway line to passengers as part of the Swansea Bay Metro [Vision 40]	Daniel W John	Simon Charles	01/04/2026	31/03/2027		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change

19383	Identify replacement programme (subject to funding) for replacement of underground cabling	Darren King	Arwel W Price	01/04/2025	31/03/2027			
19384	The average number of calendar days taken to repair all streetlamp failures during the year.	Darren King	Arwel W Price	01/04/2025	31/03/2027			
19386	Complete a feasibility study of utilisation of remote monitoring system of street lights to allow for the adjustment diming regimes	Darren King	Arwel W Price	01/04/2025	31/03/2027			
19388	Identify and Implement new digital system for Street Lighting Service.	Darren King	Arwel W Price	01/04/2025	31/03/2027			

Divisional Measures for 2026/27

Performance measures provide a clear way to track progress against our objectives and demonstrate accountability. This section lists the measures that will be monitored throughout 2026–27, grouped by Well-being Objective, Priority, and Outcome. Each measure includes a baseline, target, and reporting frequency, ensuring that performance is transparent and supports continuous improvement.

Key

 - Corporate Strategy Measures

 - Business Plan Measures

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
WBO3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)								
Service Priority: Highways and Transport								
Look to improve access to services through enhanced transportation networks and infrastructure.								
EnvInfra/02 1	% of unclassified roads that are overall in poor condition	Daniel W John	Christopher Nelson	27.64	15	15		
EnvInfra/02 2	% of highway claims repudiated per year	Daniel W John	Christopher Nelson	95.59	No target set	95		
EnvInfra/02 3	% of Critical/Safety Highways Defects recorded and attended to on time	Daniel W John	Darren King	74.39	90	90		

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
EnvInfra/024	% of highways inspections completed on time (with tolerance)	Daniel W John	Darren King	98.99	100	100		
EnvInfra/025	% of network (KM) resurfaced in year with allocated budget	Daniel W John	Christopher Nelson	0.59	0.3	No target set		
EnvInfra/026	% of Highway Structures Inspections (General and Principal) completed per year against target	Daniel W John	Edward Rees	100	100			
EnvInfra/027	% of Highway Structures with bi-ennial maintenance visits completed per year against target	Daniel W John	Edward Rees	55.9	100			
EnvInfra/028	% of 'A' class Public Right Of Way Network Surveyed [High Priority routes]	Daniel W John	Caroline Ferguson	100	100			
EnvInfra/029	% of 'B' class Public Right Of Way Network Surveyed [medium – high priority routes]	Daniel W John	Caroline Ferguson	49.36	50			

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
EnvInfra/030	% of Public Right Of Way Network Surveyed [medium – low priority routes]	Daniel W John	Caroline Ferguson	32.28	35			
EnvInfra/031	% of bus stops served by public transport which have bus timetable information at the location	Daniel W John	D Alwyn Evans	?	40			
PAM/020	Percentage of A roads in poor condition	Daniel W John	Christopher Nelson	3.1	2.5	2.5		
PAM/021	Percentage of B roads in poor condition	Daniel W John	Christopher Nelson	2.9	2.5	2.5		
PAM/022	Percentage of C roads in poor condition	Daniel W John	Christopher Nelson	9.7	10	10		
THS/017	% of network (KM) resurfaced with allocated budget	Daniel W John	Christopher Nelson	0.6	No target set	No target set		
Service Priority: Waste								
On track to meet the national recycling targets.								
EnvInfra/010	Waste wardens to complete visits within 5 working days of receipt of an enquiry on APP	Daniel W John	Diane D Thomas	not available	95			

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
EnvInfra/011	Delivery of kerbside recycling containers within 10 working days of approved application	Daniel W John	Shaun K Lynch	Outstanding	95.0			
EnvInfra/012	New subscription for Garden Waste service to be processed & receptacles delivered within 10 working days	Daniel W John	Shaun K Lynch	Outstanding	100			
EnvInfra/013	% of New subscription for AHP [Hygiene Waste] service to be processed & receptacles delivered within 10 working days	Daniel W John	Shaun K Lynch	not available	100			

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
EnvInfra/015a	The number of households visited by a warden following the education and enforcement process during proactive patrols to raise awareness of the recycling scheme compliance requirements	Daniel W John	Diane D Thomas	Base 2,000	3000.0			
PAM/010	Percentage of streets that are clean	Ainsley Williams	Michael Roberts	90.4	94.5			
PAM/030	Percentage of waste reused, recycled or composted	Ainsley Williams	Geinor Lewis	71.27	70		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
PAM/035	Average number of working days taken to clear fly tipping incidents	Ainsley Williams	Michael Roberts	2.2	4		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
PAM/043	Kilograms of residual waste generated per person	Ainsley Williams	Geinor Lewis	122	120		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
STS/005a	The Cleanliness Index	Daniel W John	Michael Roberts	70.8	77		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
WMT/004	Percentage of waste sent to landfill	Daniel W John	Geinor Lewis	1.31	1.3		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
WMT/007	% of Recycling contaminated	Daniel W John	Geinor Lewis	32.4	25		Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
WMT/010i	The percentage of local authority collected municipal waste Prepared for reuse	Daniel W John	Geinor Lewis	0.33	1			
WMT/010ii	The percentage of local authority collected municipal waste Recycled	Daniel W John	Geinor Lewis	49.33	48			

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
WMT/010iii	The percentage of municipal waste Collected as source segregated biowastes and composted or treated biologically in another way	Daniel W John	Geinor Lewis	21.61	21			
WMT/014	% of recorded Kerbside Infringements resolved at Stage 1	Daniel W John	Geinor Lewis	not reported	90			
WMT/015	% of Eligible Assisted lift inspections completed within 10 working days of application	Daniel W John	Paul Emmanue I	100	98			
Thematic Priority: Decarbonisation and Nature Emergency								
Continue to work towards becoming a Net Zero Carbon Local Authority by 2030.								
EnvInfra/016	KW Hours of Electric Vehicle Charging Utilisation by Staff [baseline]	Daniel W John	Thomas J Evans	80902.6	90000.0	100,000.00		
EnvInfra/017	KW Hours of Electric Vehicle Charging Utilisation by the public [baseline]	Daniel W John	Thomas J Evans	329421	350000.0	350,000		
EnvInfra/018	CO2 Savings (tonnes) by Electric Vehicle Charging Usage	Daniel W John	Thomas J Evans	218.89	220	225		

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
THS/023	% of Ultra Low Emission Vehicles in the Fleet	Daniel W John	Antonia L Jones	8.3	No target set	10		
THS/024	% of Ultra Low Emission Vehicles procured in the year.(owned/lease)	Daniel W John	Antonia L Jones	5.8	No target set	12		
WBO4 - To further modernise and develop as a resilient and efficient Council (Our Council)								
Organisational Transformation - Customers and Digital Transformation								
Make better use of digital technology to further transform our services into smarter, efficient service processes and to deliver a better experience for customers.								
THS/021	% of tickets paid by card at parking pay machines	Daniel W John	Mike J Jacob	40.4	No target set			
THS/022	% of tickets paid by MI Permit App	Daniel W John	Mike J Jacob	13.7	No target set			
Organisational Transformation - Efficiencies and Value for Money								
Ensuring the Council is using its resources economically, efficiently, and effectively.								
EnvInfra/020	% of Fleet Vehicles unavailable due to breakdown or awaiting maintenance (Waste Services)	Daniel W John	Antonia L Jones	3.65	5	5		

PIMS Ref	Measure Description	Owner	Officer	Result 2024/25	Latest 2025/26	Target 2026/27	Cabinet Portfolio	Scrutiny
EnvInfra/032	% of Services/inspections completed for delivered light commercial vehicles at 17 week intervals	Daniel W John	Antonia L Jones	65.9	90			
EnvInfra/033	% of Services/inspections completed for delivered Heavy Goods Vehicles at 6 week intervals	Daniel W John	Antonia L Jones	100	100			
THS/009	The average number of calendar days taken to repair all street lamp failures during the year	Daniel W John	Arwel W Price	7.27	8	8	Transport, Waste, and Infrastructure Services	Place, Sustainability, and Climate Change
THS/013	% of services / inspections completed for light commercial vehicles (LCV) on time	Daniel W John	Antonia L Jones	65	90	90		
THS/014	% of services/inspections completed for delivered HGV Vehicles on time	Daniel W John	Antonia L Jones	100	93	95		

Core Business Enablers								
Planning								
THS/018	% of planning consultations in relation to Highways Liaison responded to within 21 days	Daniel W John	Aaron Z Evans	98.1	86	95		

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Looking Forward

As we look ahead, the division faces an environment that is shaped by financial pressures, evolving policy frameworks, and changing community needs. Our focus will be on building resilience, driving innovation, and ensuring that services remain sustainable and responsive to customers needs.

Emerging Risks and Challenges

Increasing financial and resource pressures

Rising operational costs, ageing infrastructure and tightening budgets continue to place pressure on the division's ability to maintain service standards and invest in long-term improvements. This creates a growing risk around service resilience, asset condition and the capacity to deliver statutory functions efficiently.

Escalating impacts of climate change and environmental obligations

More frequent extreme weather events, stricter national targets and expanding environmental duties present significant operational and strategic challenges. The division must adapt services, strengthen infrastructure resilience and accelerate carbon-reduction measures while managing the associated financial and technical demands.

Changing community expectations and service demands

Residents and businesses increasingly expect faster, more digital, more responsive services, alongside higher standards for environmental performance, public spaces and transport provision. Meeting these expectations—while balancing statutory duties and resource constraints—creates a complex challenge for future service planning and delivery

Opportunities

Expanding sustainable and circular-economy approaches

There is significant potential to build on national policy direction and growing public support for sustainability by developing new reuse, recycling and waste-reduction initiatives. This creates opportunities to reduce long-term costs, improve environmental outcomes and strengthen community engagement around responsible resource use.

Leveraging digital innovation and data-driven decision-making

Advances in digital tools, asset-management systems and real-time data offer opportunities to modernise service delivery, improve efficiency and enhance the reliability of infrastructure. Better use of technology can support predictive maintenance, smarter transport planning and more responsive customer services.

Strengthening collaboration and unlocking external funding

Regional partnerships, government programmes and community-based initiatives present opportunities to secure additional investment, share expertise and deliver joint projects. Enhanced collaboration can accelerate infrastructure improvements, support climate-resilience measures and help the division deliver more ambitious outcomes than would be possible alone.

Future opportunities through workforce development

We have a significant opportunity to strengthen our workforce through strategic planning that builds the skills, capacity, and adaptability needed for the future. By embedding structured succession planning, conducting skills audits, and creating clear career pathways, we can develop strong internal talent pipelines and enhance recruitment routes. Working closely with HR and Learning & Development alongside expanding partnerships with further education providers and growing our apprenticeship and graduate programmes will help us create a values driven, resilient, and empowered workforce with meaningful opportunities for growth and progression, fully aligned with long-term organisational priorities.

Accelerating the adoption of low-carbon technologies and smarter systems

The division has an opportunity to modernise services through electric fuel fleet, smart waste-management technologies, intelligent transport systems and digital asset and workflow management tools. These innovations can reduce emissions, improve service efficiency and support long-term financial sustainability.

Expanding circular-economy initiatives and sustainable resource use

There service is working to develop new reuse, repair and recycling collection models, strengthen community-based circular-economy projects and reduce waste generation through service change and behaviour-change programmes. These approaches support national policy direction, reduce environmental impact and create opportunities for local economic and social value.

Embedding climate resilience and nature-positive design into infrastructure planning

Innovative design approaches—such as nature-based solutions, sustainable drainage, biodiversity-enhancing public spaces and climate-resilient engineering—offer opportunities to future-proof infrastructure. Integrating these principles early in planning and design can reduce long-term costs, improve environmental outcomes and enhance community wellbeing.

Appendices

Appendix A: Glossary of Terms

Term	Definition

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Appendix B: Legislative and Strategic Context

Corporate Strategy

The Corporate Strategy sets out the Council's long-term vision and priorities for improving the well-being of residents and communities. It provides the overarching framework for all service and business plans, ensuring alignment with the Well-being of Future Generations (Wales) Act and the Council's statutory duties.

The strategy focuses on delivering the Council's Well-being Objectives, which aim to create a more prosperous, resilient, and sustainable Carmarthenshire. All actions and measures in this plan are designed to contribute to these objectives and support the delivery of better outcomes for residents.

Performance Management Framework

The Council's Performance Management Framework provides a structured approach to planning, monitoring, and improving performance across all services. It is based on the continuous improvement cycle of Plan → Do → Review → Improve, ensuring that corporate priorities are translated into service and individual objectives. The framework creates a "golden thread" linking strategic goals to day-to-day activities, supporting accountability, transparency, and better outcomes for residents.

Well-being of Future Generations (Wales) Act 2015

This Act places a legal duty on public bodies in Wales to improve the social, economic, environmental, and cultural well-being of the country. It introduces seven well-being goals—including a prosperous, resilient, and healthier Wales—and requires public bodies to apply the sustainable development principle through five ways of working: long-term thinking, prevention, integration, collaboration, and involvement. The Act ensures that decisions made today consider their impact on future generations.

Local Government and Elections (Wales) Act 2021

This Act modernises local government in Wales and introduces a new performance and governance framework to replace the previous improvement duty. Under Part 6, councils must self-assess annually how effectively they are exercising their functions and using resources economically, efficiently, and effectively.

In addition, each council must arrange a Panel Performance Assessment at least once every electoral cycle, providing an independent, external perspective on governance and service delivery. These requirements aim to embed a culture of continuous improvement, transparency, and sector-led support, ensuring that performance management is proactive and focused on outcomes rather than compliance.